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## **Goal: GOVERNMENTAL EXCELLENCE AND EFFECTIVENESS**

### ***Desired Community Condition(s)***

**Customers can participate in their government by accessing information about services, policies, community conditions, regulations, etc.**

**Financial assets are maximized and protected, and analyzed and reported accurately, understandably, and usefully.**

**City services, operations, and finances are measured and audited, as needed, and meet customer needs.**

### **Program Strategy:OFFICE OF MANAGEMENT & BUDGET**

39503

Develop sound fiscal, performance management, policy development and implementation practices to implement city policies, improve and communicate services to the public and other city agencies.

**Department: CHIEF ADMINISTRATIVE OFFICER**

#### ***Service Activities***

Budget and Policy Implementation

Performance Improvement

#### ***Strategy Purpose and Description***

The purpose of this program strategy includes the development, deployment, and monitoring of annual City budgets to (1) comply with Federal and State law and City ordinances, (2) inform City leaders, constituents, bondholders/rating agencies, and customers of resources, expenditures, services, and results in both short and long term perspectives, and (3) ensure accountability for expenditures and performance within the City organization.

Another key purpose is to assist policy makers and management in developing policy and implementing important service improvements, especially, those upon which the budget has been based.

City budgets have been integrated to include key expenditure, revenue, and performance information. In addition to fund and program financial data, City budgets quantify outcomes (results) of performing services for customers and outputs (services produced, functions performed) and tie those outputs back to customer needs and satisfaction. The budgets are aligned to the City's long-term strategic goals, which are developed with extensive citizen (customer) input. These budgets are becoming the annual action plan for City managers to meet customer and community needs and conditions.

OMB produces short-term, intermediate, and long-term revenue forecasts that establish parameters for City financial and performance plans. OMB facilitates the development of key objectives, tied to the City goals, to be achieved through the annual budgets. OMB prepares the Mayor's proposed budgets with direction provided by the City Administration. OMB adjusts the proposed budgets based on final action by City Council. OMB tracks Departmental execution of the budget (expenditures, revenue, and performance periodically throughout the year. As economic conditions change or unexpected events occur, OMB proposes proactive financial management alternatives to adjust the spending and performance plans accordingly to preserve the financial rating of the City.

OMB manages the 5 Year Goal setting process of the City, mandated in the Charter. It staffs the Indicators Progress Commission, which measures progress made by the community in achieving the City's five-year goals. OMB identifies customer needs, awareness of services, and satisfaction with services through extensive survey efforts, performed directly by OMB staff or under contract with survey research firms.

OMB works with departments to improve specific services, using quality management tools like strategic planning, process reengineering, and activity costing. These improvement initiatives often follow the City-adopted G.E.A.R. process. As an element of this policy, OMB is preparing certain City operations for managed competition, where the City competes against private providers of services for the right to deliver municipal services to the public or other City agencies, based on cost and service quality.

OMB provides financial, programmatic, and performance information to the general public through published documents as well as its Internet site in order to facilitate citizen participation in City government.

#### ***Changes and Key Initiatives***

For the second year, the City's Performance Plan is prepared via an online database. In FY/04, mid-year performance reporting will be initiated, as well as allowing access and searching of the City budget through the City's web page.

With direction by the Chief Financial Officer, OMB is playing a larger role in assisting the Administration and City Council through collaboration with affected Departments in the implementation of key policy and service initiatives contained in the Budget or assigned throughout the year.

The Mayor has emphasized balanced budgets and accountability and OMB has been tasked with reporting to facilitate this result.

OMB will continue to integrate the financial and performance plans into a unified service delivery plan (budget).

### Priority Objectives

#### Fiscal Year      Priority Objectives

2005      OBJECTIVE 1. Develop and publish in hard copy and on the City's web site the 2004 edition of the Albuquerque Progress Report, establishing a baseline for the measurement of the City's five-year goals, by the end of the first quarter, FY/05.

#### Input Measure (\$000's)

|      |     |                  |       |
|------|-----|------------------|-------|
| 2001 | 110 | 110 GENERAL FUND | 1,204 |
| 2002 | 110 | 110 GENERAL FUND | 1,204 |
| 2003 | 110 | 110 GENERAL FUND | 1,013 |
| 2004 | 110 | 110 GENERAL FUND | 1,107 |
| 2005 | 110 | 110 GENERAL FUND | 1,250 |

| Strategy Outcome  | Measure                        | Year | Project         | Mid Year | Actual          | Notes |
|---|--------------------------------|------|-----------------|----------|-----------------|-------|
| The City government manifests a thorough understanding of community and customer conditions; connects that knowledge to its programs. | % program strategies improved. | 2004 | 88/147<br>(60%) |          | 74/147<br>(50%) |       |
|   |                                | 2005 | 76/153<br>(50%) |          |                 |       |

| Strategy Outcome   | Measure  | Year | Project | Mid Year | Actual | Notes |
|--|--|------|---------|----------|--------|-------|
| Financial Plan is effectively developed and implemented. | Percentage of fund balances at or above minimum requirements before final cleanup. | 2004 | 100%    |          |        |       |
|  |  | 2005 | 100%    |          |        |       |

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**Goal: GOVERNMENTAL EXCELLENCE AND EFFECTIVENESS****Parent Program Strategy: OFFICE OF MANAGEMENT & BUDGET****Department: CHIEF ADMINISTRATIVE OFFICER****Service Activity: Budget and Policy Implementation****3931000****Service Activity Purpose and Description**

The purpose of service activity is to (1) develop, monitor, and adjust as necessary the annual budget through collaboration with the City's administration, departments, and council; (2) prepare budget materials that comply with statutory reporting and timing requirements specified by ordinance and statute; (3) prepare the Five-year Forecast and other revenue and expenditure projections; (4) assist policy leaders, citizens, committees and others use the budget and understand the City's financial condition, services provided, and results produced; (5) assist the administration in working with departments to implement key budget initiatives upon which the Budget is based; (6) assist departments in understanding, developing, and complying with the federal, state, and City grant application requirements and monitor department compliance; (7) provide guidance on the City's financial, human resources, and purchasing processes and the use of supporting data systems; (8) review and/or prepare legislation, including the accompanying fiscal impact analyses, proposed by the administration; and (9) perform analyses to support specific city operations and special projects.

**Changes and Key Initiatives**

Efforts will be made to make the annual budgets of the City more accessible to the City's constituents and customers by placing both the Financial Plan and Performance Plan on the City's web site.

**Input Measure (\$000's)**

|      |     |                  |     |
|------|-----|------------------|-----|
| 2002 | 110 | 110 GENERAL FUND | 888 |
| 2003 | 110 | 110 GENERAL FUND | 766 |
| 2004 | 110 | 110 GENERAL FUND | 783 |
| 2005 | 110 | 110 GENERAL FUND | 912 |

**Strategic Accomplishments**

OMB integrated the financial plan and performance plan components of the City's budgets to improve the connection of City services to the strategic goals of the City. This resulted in a more understandable and useable budget document for both policy makers and citizens.

| <b>Output Measures</b>                 | <b>Year</b> | <b>Projected</b> | <b>Mid-Year</b> | <b>Actual</b> | <b>Notes</b>   |
|--|-------------|------------------|-----------------|---------------|--|
| Number of financial documents produced | 2004        | 9                |                 |               | <i>-Mayor's Proposed Budget<br/>-Approved Budget<br/>-Supplement to the Financial Plan<br/>-Budget Adjustment Bills and memorandums (as req'd)<br/>-1st, 2nd, and 3rd Quarter Revenue and Expenditure Projections<br/>-Year-end Report<br/>-Five Year Forecast</i> |
|  | 2005        | 9                |                 |               |  |

| <b>Output Measures</b>  | <b>Year</b> | <b>Projected</b> | <b>Mid-Year</b> | <b>Actual</b> | <b>Notes</b> |
|---|-------------|------------------|-----------------|---------------|--------------|
| Number of program strategies budgeted, monitored, and adjusted. | 2004        | 161              |                 | 147           |              |
|   | 2005        | 161?             |                 |               |              |

| <b>Output Measures</b>  | <b>Year</b> | <b>Projected</b> | <b>Mid-Year</b> | <b>Actual</b> | <b>Notes</b> |
|---|-------------|------------------|-----------------|---------------|--------------|
| Percentage of program strategies adjusted during the fiscal year. | 2004        | 80?              |                 |               |              |
|   | 2005        | 80?              |                 |               |              |

| <i><b>Output Measures</b></i>                                       | <i><b>Year</b></i> | <i><b>Projected</b></i> | <i><b>Mid-Year</b></i> | <i><b>Actual</b></i> | <i><b>Notes</b></i> |
|---|--------------------|-------------------------|------------------------|----------------------|---------------------|
| Dollar value of program strategies adjusted during the fiscal year. | 2004               | \$100 million           |                        |                      |                     |
|   | 2005               | \$100 million           |                        |                      |                     |
| <i><b>Output Measures</b></i>                                       | <i><b>Year</b></i> | <i><b>Projected</b></i> | <i><b>Mid-Year</b></i> | <i><b>Actual</b></i> | <i><b>Notes</b></i> |
| Number of funds budgeted, monitored, and adjusted.                  | 2004               | 25?                     |                        |                      |                     |
|   | 2005               | 25?                     |                        |                      |                     |
| <i><b>Output Measures</b></i>                                       | <i><b>Year</b></i> | <i><b>Projected</b></i> | <i><b>Mid-Year</b></i> | <i><b>Actual</b></i> | <i><b>Notes</b></i> |
| Employee levels budgeted, monitored, and adjusted                   | 2004               | 6300                    |                        |                      |                     |
|   | 2005               | 6300                    |                        |                      |                     |
| <i><b>Output Measures</b></i>                                       | <i><b>Year</b></i> | <i><b>Projected</b></i> | <i><b>Mid-Year</b></i> | <i><b>Actual</b></i> | <i><b>Notes</b></i> |
| Number of requests for budget information.                          | 2004               | 25?                     |                        |                      |                     |
|   | 2005               | 25?                     |                        |                      |                     |
| <i><b>Output Measures</b></i>                                       | <i><b>Year</b></i> | <i><b>Projected</b></i> | <i><b>Mid-Year</b></i> | <i><b>Actual</b></i> | <i><b>Notes</b></i> |
| Number of key budget initiatives adopted in the budget.             | 2004               | 7                       |                        |                      |                     |
|   | 2005               | 7                       |                        |                      |                     |
| <i><b>Output Measures</b></i>                                       | <i><b>Year</b></i> | <i><b>Projected</b></i> | <i><b>Mid-Year</b></i> | <i><b>Actual</b></i> | <i><b>Notes</b></i> |
| Number of grants proposed and documentation completed.              | 2004               | 35?                     |                        |                      |                     |
|   | 2005               | 35?                     |                        |                      |                     |
| <i><b>Output Measures</b></i>                                       | <i><b>Year</b></i> | <i><b>Projected</b></i> | <i><b>Mid-Year</b></i> | <i><b>Actual</b></i> | <i><b>Notes</b></i> |
| Number of legislative bills reviewed.                               | 2004               | 50?                     |                        |                      |                     |
|   | 2005               | 50?                     |                        |                      |                     |

| <b>Quality Measures</b>  | <b>Year</b> | <b>Projected</b> | <b>Mid-Year</b> | <b>Actual</b> | <b>Notes</b>  |
|--|-------------|------------------|-----------------|---------------|---|
| GFOA recognizes the CoA budget with the Distinguished Budget Presentation Award  | 2001        |                  |                 | Yes           |   |
|  | 2002        |                  |                 | Yes           |   |
|  | 2003        |                  |                 | Yes           | <i>Received Special Recognition for Performance Measurement</i> |
| GFOA recognizes the CoA budget with the Distinguished Budget Presentation Award. | 2004        | NYA              |                 |               |   |
|  | 2005        | NYA              |                 |               |   |

| <b>Quality Measures</b>   | <b>Year</b> | <b>Projected</b> | <b>Mid-Year</b> | <b>Actual</b> | <b>Notes</b> |
|---|-------------|------------------|-----------------|---------------|--------------|
| Percentage of financial documents produced, distributed, and posted to the website on or ahead of schedule. | 2004        | 100%             |                 |               |              |
|   | 2005        | 100%             |                 |               |              |

| <b>Quality Measures</b>   | <b>Year</b> | <b>Projected</b> | <b>Mid-Year</b> | <b>Actual</b> | <b>Notes</b> |
|---|-------------|------------------|-----------------|---------------|--------------|
| Percentage of forecast reports and projections produced within 30 days of monthly or quarterly close. | 2004        | 100%             |                 |               |              |
|   | 2005        | 100%             |                 |               |              |

| <b>Quality Measures</b>  | <b>Year</b> | <b>Projected</b> | <b>Mid-Year</b> | <b>Actual</b> | <b>Notes</b> |
|--|-------------|------------------|-----------------|---------------|--------------|
| Percentage of program strategies under budget appropriation, or less than 5% or \$100,000 (whichever is less) over the budget appropriation. | 2004        | 95%              |                 |               |              |
|  | 2005        | 95%              |                 |               |              |

| <b>Quality Measures</b>   | <b>Year</b> | <b>Projected</b> | <b>Mid-Year</b> | <b>Actual</b> | <b>Notes</b> |
|---|-------------|------------------|-----------------|---------------|--------------|
| Final budget expenditures balance with final budget revenues by fund. (Y/N) | 2004        | Yes              |                 |               |              |
|   | 2005        | Yes              |                 |               |              |

| <b>Quality Measures</b>  | <b>Year</b> | <b>Projected</b> | <b>Mid-Year</b> | <b>Actual</b> | <b>Notes</b> |
|--|-------------|------------------|-----------------|---------------|--------------|
| Percentage of fund balances at or above minimum requirements before final cleanup. | 2004        | 100%             |                 |               |              |
|  | 2005        | 100%             |                 |               |              |

| <b>Quality Measures</b>                        | <b>Year</b> | <b>Projected</b> | <b>Mid-Year</b> | <b>Actual</b> | <b>Notes</b> |
|--|-------------|------------------|-----------------|---------------|--------------|
| Operating reserve of 8.3% is maintained. (Y/N) | 2004        | Yes              |                 |               |              |
|  | 2005        | Yes              |                 |               |              |

| <b>Quality Measures</b>  | <b>Year</b> | <b>Projected</b> | <b>Mid-Year</b> | <b>Actual</b> | <b>Notes</b> |
|--|-------------|------------------|-----------------|---------------|--------------|
| Percentage of key budget initiatives successfully implemented. | 2004        | 100%             |                 |               |              |
|  | 2005        | 100%             |                 |               |              |

| <b>Quality Measures</b>   | <b>Year</b> | <b>Projected</b> | <b>Mid-Year</b> | <b>Actual</b> | <b>Notes</b> |
|---|-------------|------------------|-----------------|---------------|--------------|
| Percent of proposed grants reviewed and submitted to the City Council without being returned to department for corrections. | 2004        | 75%              |                 |               |              |
|   | 2005        | 75%              |                 |               |              |

| <b>Quality Measures</b>  | <b>Year</b> | <b>Projected</b> | <b>Mid-Year</b> | <b>Actual</b> | <b>Notes</b>  |
|--|-------------|------------------|-----------------|---------------|---|
| Percentage of legislative bills reviewed within one week of delivery to OMB. | 2004        | 100%             |                 |               | <i>Actual time TBD and negotiated with customers.</i> |
|  | 2005        | 100%             |                 |               |   |

| <b>Quality Measures</b>  | <b>Year</b> | <b>Projected</b> | <b>Mid-Year</b> | <b>Actual</b> | <b>Notes</b> |
|--|-------------|------------------|-----------------|---------------|--------------|
| Percentage of program strategies under budget appropriation, or less than 5% or \$100,000 (whichever is less) over the budget appropriation. | 2001        | tbd              |                 | 96.6%         |              |

| <b>Quality Measures</b>  | <b>Year</b> | <b>Projected</b> | <b>Mid-Year</b> | <b>Actual</b> | <b>Notes</b> |
|--|-------------|------------------|-----------------|---------------|--------------|
| Percentage of program strategies under budget appropriation, or less than 5% or \$100,000 (whichever is less) over the budget appropriation. | 2002        | 95%              |                 | 79.3%         |              |

| <b>Quality Measures</b>  | <b>Year</b> | <b>Projected</b> | <b>Mid-Year</b> | <b>Actual</b> | <b>Notes</b>        |
|--|-------------|------------------|-----------------|---------------|---------------------|
| Percentage of program strategies under budget appropriation, or less than 5% or \$100,000 (whichever is less) over the budget appropriation. | 2003        | 95%              |                 | 98.7%         | <i>general fund</i> |

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**Goal: GOVERNMENTAL EXCELLENCE AND EFFECTIVENESS****Parent Program Strategy: OFFICE OF MANAGEMENT & BUDGET****Department: CHIEF ADMINISTRATIVE OFFICER****Service Activity: Performance Improvement****3933000*****Service Activity Purpose and Description***

OMB focuses on performance improvement at both the organizational level by managing the City's strategic management and performance measurement process and the operational level through quality management approaches.

OMB provides leadership and support services to the City's strategic management system, helping departments articulate their respective strategies and services and measure those strategies and services. OMB manages the City Goals and Objectives processes and works to connect these strategic goals and annual objectives to the City's resource allocation process. OMB coordinates the development of the annual priority objectives resolution as well as the reporting on the mid year and year end reporting on the status of their implementation.

OMB staffs the Indicators Progress Commission, which is responsible for measuring the City Goals and desired community and customer conditions.

OMB manages the design and deployment of the annual Citizen Survey, as well as conducts customer need, awareness, and satisfaction surveys for City Departments. OMB also assists departments in employee satisfaction surveys.

On an operational and service level, OMB provides implementation assistance to G.E.A.R. a process improvement process to enhance service delivery and operational efficiency and that employs competition as an optional tactic.

***Changes and Key Initiatives***

(1) Continue to assist Human Resources in the multiyear process to fully integrate the Employee Work Plan process with the City's Strategic Management System.

(2) Develop with Departments a mid-year performance measurement report, which builds on the utility of the Performance Plan, which received special recognition by GFOA for the progress Albuquerque has made relative to other cities in performance measurement.

(3) Work with Human Resources, Parks and Recreation, DFAS, Legal, DFCS, and other Departments to develop appropriate measurement structures to convey the value of the respective Departments' services as well as encourage accountability for results.

***Input Measure (\$000's)***

|      |     |                  |     |
|------|-----|------------------|-----|
| 2002 | 110 | 110 GENERAL FUND | 316 |
| 2003 | 110 | 110 GENERAL FUND | 247 |
| 2004 | 110 | 110 GENERAL FUND | 324 |
| 2005 | 110 | 110 GENERAL FUND | 338 |

***Strategic Accomplishments***

FY/03:

- Completed customer surveys for Commercial Solid Waste and Office Services Printing Services and Copying Services.
- Completed citizen survey for Parks and Recreation.
- Completed employee survey for Senior Affairs.
- Worked with DFAS to develop and administer managed competition process.

Proposed FY/04:

- Complete customer surveys for Human Resources and Senior Affairs.
- Conduct citizen survey for Indicators Progress Commission.
- Produce 2004 Albuquerque Progress Report.

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| <b><i>Output Measures</i></b>        | <b><i>Year</i></b> | <b><i>Projected</i></b> | <b><i>Mid-Year</i></b> | <b><i>Actual</i></b> | <b><i>Notes</i></b>                               |
|--------------------------------------|--------------------|-------------------------|------------------------|----------------------|---|
| # of Operations Improvement Projects | 2001               |                         |                        | 9                    | Process Improvement Projects and Customer Surveys |
|                                      | 2002               | 9                       |                        | 9                    | Process Improvement Projects and Customer Surveys |
|                                      | 2003               | 9                       |                        | 11                   | Process Improvement Projects and Customer Surveys |
| # of Operations Improvement Projects |                    |                         |                        |                      |   |

|                                      |      |   |   |   |  |
|--------------------------------------|------|---|---|---|--|
| # of Operations Improvement Projects | 2004 | 9 | 4 | 8 | <i>Process Improvement Projects and Customer Surveys</i> |
|                                      | 2005 | 9 |   |   |  |

| <b>Quality Measures</b>   | <b>Year</b> | <b>Projected</b> | <b>Mid-Year</b> | <b>Actual</b>     | <b>Notes</b> |
|---|-------------|------------------|-----------------|-------------------|--------------|
| % City Program Strategies connected to Desired Community Conditions | 2001        |                  |                 | 119/150<br>(79%)  |              |
| % City Program Strategies connected to Desired Community Conditions | 2002        | 100%             |                 | 119/151<br>(79%)  |              |
|   | 2003        | 100%             |                 | 145/145<br>(100%) |              |

| <b>Quality Measures</b>                                     | <b>Year</b> | <b>Projected</b> | <b>Mid-Year</b> | <b>Actual</b>      | <b>Notes</b> |
|---|-------------|------------------|-----------------|--------------------|--------------|
| % Service Activities with accurate, active quality measures | 2001        |                  |                 | 106/326<br>(32.5%) |              |
| % Service Activities with accurate, active quality measures | 2002        | 50%              | x/326           |                    |              |
|   | 2003        | 50%              | x/340           |                    |              |
|   | 2004        | 50%              |                 | 213/355<br>(60%)   |              |
|   | 2005        | 50%              |                 |                    |              |

| <b>Quality Measures</b>                              | <b>Year</b> | <b>Projected</b> | <b>Mid-Year</b> | <b>Actual</b> | <b>Notes</b>                           |
|--|-------------|------------------|-----------------|---------------|--|
| # of managed competitions or contracting out avoided | 2004        | 1                |                 | 1             | <i>Avoided PMA in Fleet Management</i> |
|  | 2005        | 1                |                 |               |  |